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Country programme recommendation**

Mongolia

Addendum

Summary

The present addendum to the country note submitted to the Executive Board at its first regular session of 2001 contains the final country programme recommendation for Board approval.

It contains a recommendation for funding the country programme of Mongolia which has an annual planning level of $1,000,000 or less. The Executive Director *recommends* that the Executive Board approve the amount of $4,309,000 from regular resources, subject to the availability of funds, and $5,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2002 to 2006.

* E/ICEF/2001/12.

** The original country note provided only indicative figures for estimated programme cooperation. The figures provided in the present addendum are final and take into account unspent balances of programme cooperation at the end of 2000. They will be contained in the summary of recommendations for regular resources and other resources programmes for 2001 (E/ICEF/2001/P/L.73).

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Basic data[a] *(1999 unless otherwise stated)*	
Child population (millions, under 18 years)	1.1
U5MR (per 1,000 live births) (2000)	78
IMR (per 1,000 live births) (2000)	62
Underweight (% moderate and severe) (2000)	13
Maternal mortality ratio (per 100,000 live births) (1997)	150
Literacy (% male/female) (2000)	99/99
Primary school enrolment (% net, male/female) (2000)	91/92
Primary schoolchildren reaching grade 5 (%)	..
Use of improved drinking water sources (%) (2000)	60
Routine EPI vaccines financed by Government (%) (1998)	40
GNP per capita (US$)	390
One-year-olds fully immunized against:	
Tuberculosis	97 per cent
Diphtheria/pertussis/tetanus	94 per cent
Measles	93 per cent
Poliomyelitis	94 per cent
Pregnant women immunized against tetanus	90 per cent

[a] Excerpted from the publication "Progress since the World Summit for Children: A statistical review", prepared as a supplement to the Secretary-General's report "We the children: End-decade review of the follow-up to the World Summit for Children" (A/S-27/3), and therefore may differ from data contained in the text of this document.

The situation of children and women

1. The major features of the situation of children and women in the country remain essentially as described in the country note submitted to the Executive Board at its first regular session of 2001 (E/ICEF/2001/P/L.36). The United Nations Common Country Assessment (CCA) has found that the effects of the economic and political transitions in Mongolia, in particular the economic and social reforms being undertaken, such as privatization of some components of the health and education systems, continue to pose major challenges for the Mongolian people. In addition, the winter of 2000/2001 was the second consecutive year of the *dzud* (drought, followed by an early hard winter, with heavy snowfalls and very cold temperatures). The 1999/2000 *dzud* directly affected some 450,000 herders, one fifth of the country's population, and killed about 3 million animals, approximately 10 per cent of the country's livestock. The 2000/2001 *dzud* appears to have been equally severe, with an estimated 2 million animals lost to date. An outbreak of hoof and mouth disease struck three eastern provinces and some districts of Ulaanbaatar, the country's capital, where a quarantine was strictly enforced. Due to the impact of these factors on the rural economy, the economic growth rate, which had been averaging around 3.5 per cent over the last four years, is expected to slow to below 2 per cent in 2001.

2. As a result of the 2000/2001 *dzud*, some 34,0000 children under five years of age are estimated to be at heightened risk of malnutrition, and some 7,000 are more likely to drop out of school. Herders have migrated temporarily to other pastures with their livestock, often hundreds of kilometres from their normal areas, under harsh and exhausting conditions. Children and adolescents of school age (up to 16 years) usually do not follow their families, but remain for long periods in boarding schools in their home counties. Many of the children in these schools, whose parents used to visit them regularly and bring additional food, are now at increased risk. Children who migrate with their parents, as well as children in general in affected areas, have not been receiving dairy products, which are the staple food in Mongolia during the spring and summer, because of the massive death of cows. Increases in infectious diseases, in particular viral hepatitis, have been registered in areas affected by the *dzud* and in migrant recipient areas.

Programme cooperation, 1997-2001

3. During the 1997-2001 programme of cooperation (E/ICEF/1996/P/L.29/Add.1), important achievements have been registered in community-based initiatives and in support of national service delivery in health, education, and child and family welfare. Among these, the community and health project consolidated its structure and methods for community-based management of revolving drug funds. According to a 1999 evaluation, major achievements were realized in the performance of the health system, including improved equity of access to primary health care (PHC) and essential drugs, reduced overall cost of PHC services and financial viability for some 325,000 people. The project currently covers 99 counties and is being extended to an additional 118 counties as more resources have been made available through the United Nations Trust Fund for Human Security.

4. The community-based approach to primary education has also achieved success in building local capacity to promote learning and reduce drop-out levels in 30 remote counties, where some 4,000 school-age children re-enrolled over a two-year period. Early in the country programme, emphasis was placed on non-formal education methods, especially distance learning employing both radio and written materials in 21 province education centres. The approach subsequently incorporated the use of participatory and child-centred teaching methods, with a focus on school facilities and learning achievement.

5. UNICEF support to national health programmes has also reaped rewards. The overall decline in infant mortality can be attributed in large part to the achievement of high levels of expanded programme on immunization (EPI) coverage and to the success of the acute respiratory infection/control of diarrhoeal diseases (ARI/CDD) project. Achieving the nutrition objectives has been more challenging and, in fact, a slight deterioration has been registered since 1990, according to a 1999 child nutrition survey.

6. Major achievements have been registered in the design of a national approach to adolescent participation. UNICEF played a leadership role in the multi-country United Nations country team joint project on improving the outlook on adolescent girls (and boys) supported by the United Nations Fund for International Partnership.

7. A key intervention during 2000-2001 has been emergency support to some 80,000 families and 73 counties affected by the *dzud*. As part of a coordinated

United Nations response through the January 2001 Consolidated Appeal Process (CAP) for Mongolia, UNICEF has received $658,000 to date. These funds are being utilized for growth monitoring and promotion (GMP), the supply of 54 tons of supplementary food (BP5) and the provision of vaccines later this year. UNICEF emergency assistance is designed to complement the activities of the regular development programmes.

Lessons learned from past cooperation

8. Lessons learned remain essentially the same as presented in the country note, which were drawn largely from the mid-term review (MTR) held in 1999. In the second half of the country programme, as described in the country note, there still remains a sizeable challenge with regard to achieving the National Programme of Action (NPA) goals. UNICEF should continue to advocate for and guide international cooperation to support the NPA and other reform mechanisms in order to mobilize support for achieving the remaining unmet national goals. UNICEF assistance will support strengthened government leadership in the development of socio-economic policy and coordination of donor inputs. Improved organizational development and technical capacity will contribute greatly to rights-based programming for children. These initiatives are reinforced by the Government's demonstrated openness to international cooperation and the high degree of literacy and gender equality in child-rearing and education, which constitute important social capital for actions for children in Mongolia.

9. A major lesson learned from the *dzud* disaster is the need to establish a sound system of emergency preparedness and rapid response by the United Nations system to provide support to affected populations, particularly children. In 2000-2001, UNICEF was able to respond rapidly and link the emergency response to medium-term planning for children. An example is the strengthening of the GMP system, with an emphasis on adequate feeding for young children through the provision of short-term supplementary feeding for an improved longer-term response by the health system as well as by families to nutritional threats.

Recommended programme cooperation, 2002-2006

	Estimated annual expenditure (In thousands of United States dollars)					
	2002	*2003*	*2004*	*2005*	*2006*	*Total*
Regular resources						
Planning and partnerships for children	244	251	259	267	270	1 291
National programmes for children	272	260	260	260	260	1 312
Convergent basic social services	242	230	229	229	229	1 159
Communication and information	70	70	70	70	70	350
Cross-sectoral costs	53	46	39	31	28	197
Subtotal	**881**	**857**	**857**	**857**	**857**	**4 309**
Other resources						
Planning and partnerships for children	140	140	140	140	140	700
National programmes for children	350	350	350	350	350	1 750
Convergent basic social services	510	510	510	510	510	2 550
Subtotal	**1 000**	**1 000**	**1 000**	**1 000**	**1 000**	**5 000**
Total	**1 881**	**1 857**	**1 857**	**1 857**	**1 857**	**9 309**

Country programme preparation process

10. Following preparation of the country note and completion of the government restructuring exercise, a strategy meeting was held in December 2000. The strategy meeting process was highly participatory, including a preparatory technical meeting among government counterparts, non-governmental organizations (NGOs), donor organizations and civil society in November 2000. The process led to a strong and clear consensus around the proposed direction of the programme at the strategy meeting itself, which was opened by the Minister of Foreign Affairs and chaired by the Minister of Social Protection and Labour. Based on the resulting strategy paper, efforts began for the preparation of specific programmes, including the development of the master plan of operations and specific programme plans of operation.

11. The CCA, developed by the United Nations and its partners within an overarching framework of human rights and human development, was presented in January 2001 at a consensus meeting organized jointly by the office of the United Nations Resident Coordinator and the Ministry of Foreign Affairs. The first United Nations Development Assistance Framework (UNDAF) for Mongolia was completed with the participation of the Government and was validated by a major review meeting held in March 2001. The previously cited findings of the CCA have been instrumental in the preparation of the UNDAF and the new Government of Mongolia-UNICEF programme of cooperation.

Country programme goals and objectives

12. The country programme has four overall goals. First, the programme will aim to halt and reverse the current trend of declining or stagnating health, nutrition and education indicators by 2006. It will strive to achieve unmet NPA goals, such as reducing the infant, under-five and maternal mortality rates, and ensuring universal salt iodization; increase and sustain the current level of immunization coverage; and sustain and raise the current enrolment rate in primary and lower secondary school. Second, it will contribute to a significant increase in government and civil society investment in children so that national efforts to implement the provisions of the Convention on the Rights of the Child and the NPA for 2002-2010 have a more adequate and sustainable resource base. Third, the programme will help to protect the 36 per cent of Mongolian children living below the poverty line and exposed to multiple vulnerabilities from the potential adverse effects of economic reforms, and instead ensure that economic reforms will contribute towards the achievement of the NPA goals for all children by 2010. Fourth, it will promote preparedness for the *dzud* disaster and support relief efforts in order to mitigate the severe effects of the recurring natural disaster emergency on children.

Relation to national and international priorities

13. In September 2000, the Government issued a 2000-2004 Action Programme for Mongolia as a guiding platform for economic and social development. Key national objectives identified in the Action Programme are to: (a) continue and increase the economic reforms; (b) respect and preserve education and culture, and promote human resources as "the keystone of development"; (c) promote improved living standards; and (d) adopt and implement the regional development concept and, on this basis, narrow the gaps between development and living standards in rural and urban areas. By addressing the rights and needs of vulnerable and disadvantaged children, women and families, the programme of cooperation relates to each of these objectives in a strategic manner. The Government is preparing an NPA for Children for 2002-2010, led by the Prime Minister as chair of the National Council for Children (NCC) and building on the NPA experience of the previous decade. UNICEF cooperation is supporting this effort.

14. The proposed country programme addresses the UNDAF goals of "strengthening basic social services to provide quality equitable services" and "good governance that promotes equity, sustainability and decentralization", as well as "strengthening the national system for disaster preparedness and response management". Both the Government and the organizations of the United Nations system recognize that achieving these goals will require equitable social development among regions, including the reduction of disparities in child survival, development and protection.

15. The programme of cooperation addresses the priorities of the UNICEF medium-term strategic plan in varying degrees, according to the nature of the respective problems. With regard to EPI Plus, national immunization efforts include hepatitis B (currently 94 per cent coverage), along with other routine vaccines. EPI will be strengthened and expanded through the introduction of new vaccines, in particular vaccines to reduce maternal mortality, and pneumoccocus vaccines, and it is supported by widespread public awareness. Early childhood care for survival,

growth and development (ECC-SGD) is an area that has developed in a more limited manner through a range of sectoral interventions which, however, have not yet been integrated into an overall approach to the young child. GMP will be used as an entry point for family awareness and home-based care. Boys' education is a specific issue in Mongolia where girls, as a rule, outnumber boys in school. However, girls education has been identified as a particular problem in urban areas where, contrary to the common problem of drop-out by boys throughout the rest of the country, girls drop out more than boys. Preventive efforts for HIV/AIDS and sexually transmitted infections (STIs) will be strengthened through a national information, education and communication strategy targeting children and adolescents both in and out of school, and will focus on urban areas and settlements along the trans-Siberia railway. Child protection will be addressed through a national initiative for family and community care and de-institutionalization of the protection approach to children deprived of parental care, such as orphans and street children, and sexually exploited children, and support to juvenile justice reforms.

Programme strategy

16. There are minor modifications of the five main strategies described in the country note. The first strategy remains unchanged, while there are some modifications in the other four. The second strategy will re-energize the NPA for Children 2001-2010. It will achieve this by building stronger and more professional planning, monitoring, coordination and evaluation capacities within six ministries, two national agencies, five provinces, the city of Ulaanbaatar and among other partners, including selected national NGOs, for sustainable achievement of goals and targets for children, with attention given to promoting equality, including gender equality. The third strategy will support the decentralization of the NPA process to five selected provinces, 80 selected counties and sub-counties, and Ulaanbaatar. This will allow the provinces and the city to guide and stimulate locally-appropriate initiatives for convergent, community-based services for vulnerable and disadvantaged children as part of local development efforts, in collaboration with technical ministries and district governments. The fourth strategy will develop Mongolia's human resources and organizational capacity for rights-based initiatives, which will bolster the country's efforts to carry out initiatives for children. These efforts will respond to ongoing development challenges as well as to special circumstances such as natural disasters. The fifth strategy will seek to increase the mobilization of resources for children within the framework of the NPA through high-quality partnerships among Government, NGOs (through the NGO Coalition for Children), civil society, multilateral development banks and donor countries. These partnerships will contribute to the vitality of Mongolia's participation in the Global Movement for Children.

17. The overall country programme of cooperation is structured around six main synergistic programmes, including: (a) planning and partnerships for children addresses social policy reforms, with a focus on health and education reforms, NPA planning and decentralization; (b) national programmes for children, which supports national programmes for children and women in line with national and organizational priorities; and (c) convergent basic social services, which focus on interrelated activities at the subnational level in selected provinces and the main city, and within provinces and cities in selected counties and peri-urban districts in

order to bring to scale sustainable community-based models for quality basic services and to contribute to disparity reduction. A natural disaster emergencies component, funded entirely by other resources, will address disaster management and emergency response. These components are supported by two cross-cutting programmes: communication and information, which provides communication support for advocacy, partnership-building, and programme knowledge, social mobilization and communication; and cross-sectoral support.

18. **Planning and partnerships for children**. This programme has a twofold objective: (a) to include the NPA process in the Government's Action Programme by the end of 2002; and (b) to ensure that social and economic development policies give priority to children by 2006. There are three projects under this programme: research, analysis and planning; NPA planning; and organization development.

19. Under the research, analysis and planning project, UNICEF will provide support to the Office of the Prime Minister and NCC for social policy formulation as it relates to children and adolescents. It will include assessment and analysis of the situation of children and adolescents from a rights perspective, and offer assistance in planning for sector reform initiatives and the development of programmes and projects, including those supported by other agencies, to assist children, women and families. Migrant children and children in peri-urban areas will be the focus of studies. Under the UNDAF framework, UNICEF will also support a national basic social services database that will contribute to the creation of a national framework for the realization of the 20/20 Initiative to enable the leveraging and coordination of donor assistance and strategic resource mobilization by UNICEF and other partners for children. Linkages will be established with the UNICEF International Child Development Centre in Florence for research and studies to support the overall programme objectives and strategies, and to introduce the regional perspectives of Eastern Europe and Central Asia. The emergency preparedness component, as it relates to central and provincial levels, will also be included under this programme. The five selected provinces and Ulaanbaatar will participate in the development and testing of emergency preparedness approaches, which will be implemented under the convergent basic services programme.

20. Under the NPA planning project, UNICEF will support NCC to help upgrade NPA assessment, analysis, planning and monitoring of the situation of children nationwide. Operational research for a costing and resource mobilization plan – aimed at increasing resources for achieving NPA goals – will be carried out at national and provincial levels. UNICEF will provide technical assistance, participant training costs and essential supplies and equipment for post-training national and provincial NPA formulation and other relevant exercises. NCC can also widen and deepen the NPA process through increasing consultations with representatives of civil society organizations (CSOs)and private sector entities in order to increase society–wide attention and solutions for priority child rights issues that will become goals in the new NPA for children. Thus, the leadership role is vital as Mongolia moves towards multisectoral collaboration in national and provincial planning, budgeting and monitoring approaches for the new NPA for children. A strategic aim is to overcome key obstacles to progress in the last decade and accelerate the pace of progress towards the NPA goals. In order to do so, it is essential that representatives from the Government, NGOs and international partners identify ways to substantially increase investments in NPA initiatives as well as to improve the efficiency, economy and effectiveness of financial, information and communication,

and human and organizational resources. Accountability will be established for performance against achieving outstanding NPA 2000 objectives and new goals associated with the NPA for 2002–2010. Within the framework of the Government's Good Governance for Human Security Initiative and UNDAF, UNICEF will assist decision makers at national, provincial and county levels to become progressively equipped with and employ rights-based planning, management and monitoring tools.

21. Under the organization development project, emerging civil society will be encouraged to become involved in the social sectors by fostering debates on key children's issues and assessment and analysis of their application to the Mongolian context. Support will be given to NGOs and CSOs, including academia, to increase their capacity through training in organizational development, accounting and monitoring methods.

22. **National programmes for children**. This programme will focus on cooperation with Government and other international partners on selected national programmes in health, nutrition, education and child protection. There are three projects under this programme. The national health and nutrition project will include EPI Plus, ARI/CDD/Integrated Management of Childhood Illness, essential drugs and related policy, the prevention HIV/AIDS/sexually transmitted diseases, iodine deficiency disorders, and GMP. The national basic education project will include Education for All, with special attention to pre-school and basic schooling, including upgrading of facilities and in-service and pre-service training for teachers. The national protection project will include support to a national programme for child protection, covering all forms of child neglect and deprivation.

23. Under this programme, UNICEF will provide financial support from regular resources to a set of common core activities related to vulnerable and disadvantaged children with every national partner agency. Technical and selected supply assistance will be provided to promote more appropriate technical, supervision and management, and technical training and other professional development activities for primary school teachers, health personnel and social workers. UNICEF will support orientation, guidance and supervision of research, as well as planning and management review activities for selected national, provincial, district and other local officials. Results should include higher quality performance by basic social service workers, narrowing gaps in the quantity and quality of essential supplies and equipment, improved management performance, and wider use of child-friendly, particularly non-discriminatory, practices. Technical support will also be provided for establishing baseline indicators necessary for the design and subsequent assessment of programme support communication activities in all programmes, such as *Facts for Life*. The aim is to address key issues such as HIV/AIDS/STI prevention among basic services workers, their supervisors, parents and community leaders.

24. **Convergent basic social service**. This programme has as its main objective the expansion of community action models for equitable and sustainable basic social services that will be adopted under the government regional development concept by the year 2006. The programme will further develop more pivotal roles for five provinces and Ulaanbaatar in the planning and management of resources in a more convergent and coherent manner, with 80 counties some 600,000 people. Main elements of the programme strategies are: (a) the gradual phasing in of programme implementation over the five-year cycle by provinces and within provinces by counties; (b) the selection geographical units, which represent the five Mongolian

economic regions, on the basis of selected indicators, remoteness and other criteria; (c) the provision of a substantial share of programme resources directly to the provinces and counties in coordination with central authorities; and (d) the leveraging of resources from other community, national or external sources through the demonstration of viable, sustainable and effective community-based service models for children.

25. The programme will comprise three main projects. The first and foremost is the convergent community action project, which will foster synergy at the county level, where basic services for children have their closest interface with communities. The primary and lower secondary school, including its boarding facilities, and the county infirmary (hospital) and related water and sanitation facilities, are located at this level. Outreach to sub-counties is addressed from county schools and hospitals. Concurrently, the various initiatives for community-managed and community-owned quality basic services already experienced during the 1997-2001 programme cycle will be replicated and converged into one participatory model. The participatory techniques at the sub-county level will involve families, parents, women, children, adolescents, teachers and doctors, nurses, community volunteers and sub-county governors. The resources to be provided are financial, manpower, time, technology and needed materials. Provinces and county working groups will be strengthened or established following the models already tested during the previous programme cycle. Techniques utilized in local assessment will be the "triple A" (analysis, assessment, action) approach, the SWOT (strengths, weaknesses, opportunities, threats) approach and the prioritization technique. This project will develop ECC-SGD through growth promotion and progressive phasing to introduce additional care components such as stimulation. The local capacity-building project will focus on provincial and country levels. Provinces will carry out planning exercises in order to upgrade their programmes of action for children. The adolescent rights and participation project will address adolescents in a comprehensive manner, with a special focus on participation.

26. **Communication and information**. This programme aims to disseminate vital information and knowledge to the Mongolian public related to the rights of children and women, and to assist and support implementation of UNICEF programmes and initiatives. Focus will be on the involvement of the emerging civil society, including the private sector and NGOs, in developing policies and programmes for children. Activities will assist the Government and other partners to use participatory approaches and communication methods to promote improved knowledge and behaviour change at different levels. The programme will seek to promote the active involvement and mobilization of children in community-level activities; support communication and external relations efforts and other activities of the office to raise funds for UNICEF-assisted programmes and initiatives; and engage in social mobilization through mass campaigns, such as national immunization days, and through coalition-building activities with civil/religious leaders and government partners.

27. **Natural disaster emergencies**. This programme will enable a rapid and coherent response to the complex *dzud* disaster. As described above, activities for emergency preparedness will be addressed within the planning and partnership programme. Relief assistance from UNICEF will be planned and provided in the context of CAP, in cooperation with other United Nations organizations of the

system and upon request by the State Emergency Commission. Alternatively, UNICEF may also be asked for specific assistance requiring direct fund-raising. The exact strategy and scope of support will be based on rapid assessment and analysis of the disaster situation, opportunities identified for linkage and continuity with the regular cooperation programme, and UNICEF capacity and its comparative advantage in relation to relief activities being undertaken by the Government and other agencies. For activities under this programme UNICEF Mongolia will be seeking $2 million through emergency appeals for the programme period.

28. **Cross-sectoral costs** will cover the costs of project staff for technical support and project management, and associated non-staff costs of the country programme.

Monitoring and evaluation

29. Monitoring and evaluation will serve to track results and document successful approaches for replication. Monitoring and evaluation systems will be organized within overall programme planning and the office work plan through the integrated monitoring and evaluation plan (IMEP). IMEP, including identification of routine monitoring indicators and baseline data requirements, is being developed as part of the preparation of the country programme, and will be updated each year with a major assessment made at the time of the MTR. The monitoring and evaluation function will include training and other capacity-building efforts for government counterparts. Each project will be responsible for establishing monitoring systems and data collection, analysis, and evaluation activities, with coordination at the senior management level. The pilot community-based monitoring approach will be expanded.

30. Specific evaluations and studies will be conducted within the framework of the triple A approach to inform programme actions with careful and appropriate assessment and analysis. Evaluations will seek to determine the results that have been achieved through the cooperation between UNICEF and national partners for each programme and at different levels. These efforts will be selective in focus, seeking to understand mechanisms and derive lessons for wider implementation of project initiatives. Particular attention will be given to activities in the convergent basic social services area. Focus will also be given to the needs and strategies for the peri-urban population, which is growing rapidly due to the compound effects of *dzud* natural disasters and ongoing urbanization trends.

Collaboration with partners

31. In view of the many challenges, UNICEF will continue to work closely with national and international partners in implementation of the country programme. The principal counterpart is the national Government, including the Prime Minister's Office and NCC; the Ministries of Health, Education, Science and Culture, Social Protection and Labour, Justice and Internal Affairs, Food and Agriculture, and Industry and Trade; the National Statistical Office; and for emergencies, the State Emergency Commission. In addition to national-level organizations, particularly in the convergent basic social services programme, UNICEF will collaborate directly with local governments. In all programmes, UNICEF will work with and seek to strengthen the emerging NGO and civil society

sectors through various forms of partnerships. UNICEF will continue to work cooperatively with other United Nations system organizations in Mongolia, building on the positive environment and collaboration already in place through CCA, the completion of UNDAF, and joint operations such as emergency response via CAP. UNICEF will also continue to work with international NGOs, and bilateral and multilateral donors and institutions through a variety of modalities, including technical discussions, joint meetings, joint planning and analysis, and programme inputs to common development activities.

32. The financial contributions by partners to joint or related activities for children within the country programme of cooperation will be determined during the programme preparation process. Attention to financial feasibility and sustainability, including identification of alternative financing mechanisms, is critical in view of declining government budget support for basic social services, the substantial costs imposed by natural disasters and uncertainty about the evolution of donor support to Mongolia.

Programme management

33. Overall responsibility for the programme of cooperation rests with the Ministry of Foreign Affairs, which ensures coordination among different line ministries and with United Nations system organizations. A task force comprised of representatives of the line ministries and the provincial governments, chaired by the Office of the Prime Minister, ensures coordination with provincial and local governments. The country programme is led by the head of the UNICEF office in Ulaanbaatar, supported by team leaders in the areas of programme, operations and communication. Each of the programme components will have a designated chief or focal point. In addition to this line structure, the integration across programmes will be supported by a series of cross-cutting teams to address common technical areas or issues such as health, education, protection, advocacy and planning. The country management team, chaired by the head of the office, reviews major programme and operational issues, and advises on courses of action. Systematic work processes have been established for all key office functions. Emphasis in the programme is placed on the development of human resources, both within UNICEF and among partners.

34. Periodic internal audits are conducted. UNICEF, in conjunction with designated counterpart ministries and local governments, will conduct periodic reviews of specific projects. The Government and UNICEF will conduct joint annual reviews of all country programme components in the last quarter of each calendar year. Annual project plans of action for the subsequent year will be established on the basis of these reviews. Other United Nations organizations, bilateral donors, and national and international NGOs will participate in these meetings.

TABLE

COUNTRY : MONGOLIA
PROGRAME : 2002-2006

LINKAGE OF PROGRAMME BUDGET AND STAFFING/STAFF COSTS

PROGRAMME SECTION/AREAS AND FUNDING SOURCE	PROGRAMME BUDGET			POSTS a/										STAFF COSTS b/		
	RR	OR	TOTAL	D2/L7	D1/L6	P/L5	P/L4	P/L3	P/L2	IP	NP	GS	TOTAL	IP	LOCAL	TOTAL
REGULAR RESOURCES :																
PLANNING/PARTNERSHIPS FOR CHILD	1,289,870		1,289,870	0	0	0	1	0	0	1	0	1	2	767,115	42,755	809,870
NATIONAL PROGRAMMES FOR CHILDREN	1,312,000		1,312,000	0	0	0	0	0	0	0	2	0	2	0	169,180	169,180
CONVERGENT BASIC SOCIAL SERVICES	1,159,613		1,159,613	0	0	0	0	1	0	1	0	0	1	753,670	0	753,670
INFORMATION AND COMMUNICATION	350,000		350,000	0	0	0	0	0	0	0	0	0	0	0	0	0
CROSS-SECTORAL COSTS	197,517		197,517	0	0	0	0	0	0	0	0	2	2	0	128,522	128,522
TOTAL RR	4,309,000		4,309,000	0	0	0	1	1	0	2	2	3	7	1,520,785	340,457	1,861,242
OTHER RESOURCES :																
PLANNING/PARTNERSHIPS FOR CHILD		700,000	700,000	0	0	0	0	0	0	0	0	0	0	0	0	0
NATIONAL PROGRAMMES FOR CHILDREN		1,750,000	1,750,000	0	0	0	0	0	0	0	0	0	0	0	0	0
CONVERGENT BASIC SOCIAL SERVICES		2,550,000	2,550,000	0	0	0	0	0	0	0	1	1	2	0	123,219	123,219
TOTAL OR		5,000,000	5,000,000	0	0	0	0	0	0	0	1	1	2	0	123,219	123,219
TOTAL RR & OR	4,309,000	5,000,000	9,309,000	0	0	0	1	1	0	2	3	4	9	1,520,785	463,676	1,984,461
SUPPORT BUDGET	Operating costs		702,212													
	Staffing			0	0	1	0	1	0	2	1	5	8	1,764,395	402,957	2,167,352
GRAND TOTAL (RR + OR + SB)				0	0	1	1	2	0	4	4	9	17	3,285,180	866,633	4,151,813
Number of posts and staff costs:																
Current programme cycle										1	1	9	15			
At the end of proposed programme cycle (indicative only)										4	4	9	17	3,285,180	866,633	4,151,813

RR = regular resources.
OR = other resources.
IP = international Professional.
NP = national Professional.
GS = General Service.
SB = support budget.

a/ Each post, regardless of its funding source, supports the country programme as a whole.
b/ Excludes temporary assistance and overtime.